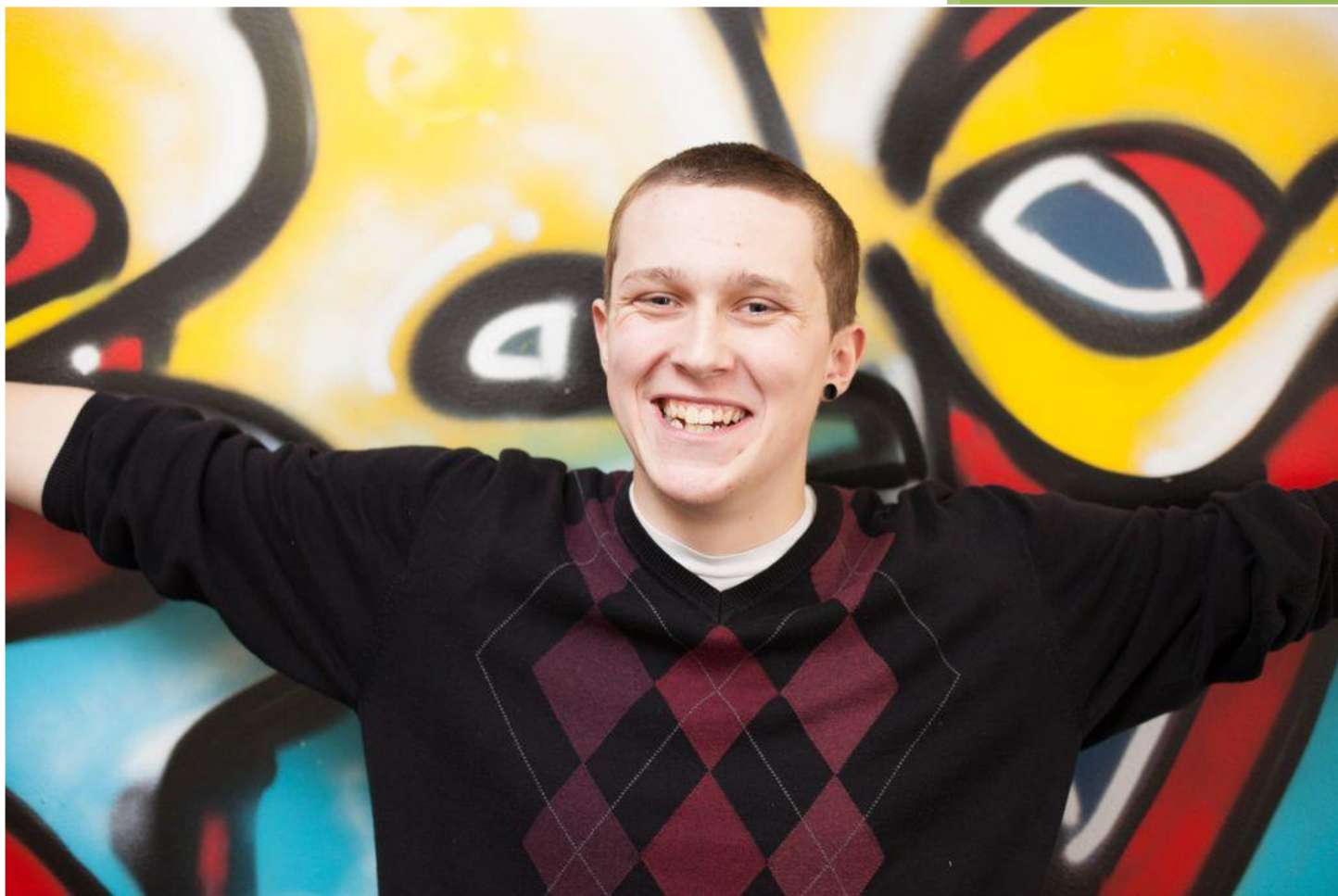




RECLAIMING FUTURES

Communities helping teens overcome drugs, alcohol & crime

2013 Vision



By the Reclaiming
Futures Fellows and
Change Team of
Snohomish County
1/27/2013

“The essential challenge is to transform the isolation and self-interest within our communities into connectedness and caring for the whole. The key is to identify how this transformation occurs. We begin by shifting our attention from the problems of community to the possibility of community. We also need to acknowledge that our wisdom about individual transformation is not enough when it comes to community transformation. So, one purpose here is to bring together our knowledge about the nature of collective transformation. A key insight in this pursuit is to accept the importance of social capital to the life of the community. This begins the effort to create a future distinct from the past.”

~Peter Block, Community: The Structure of Belonging

Table of Contents

What is Reclaiming Futures?	5
Acknowledgements	6
Reclaiming Futures Change Team Members	7-11
Purpose of Change Team & Responsibilities	12
The “Visioning Process” (how this came to be)	13
Visioning Model (illustration).....	14
Our Vision	15-33
“Mahogany Version”	15-17
This narrative illustrates the visioning process. It is written to paint the picture and frame in terms of present tense and end results, while evoking all of the senses to bring the Vision to life.	
Our Committees	18-19
Vision for Reclaiming Futures in Snohomish County:	
MORE Treatment – BETTER Treatment- BEYOND Treatment	20-21
This narrative version of the Vision speaks to our overall aspirations for our kids, families, systems and community.	
The Reclaiming Futures 6-Step Model (illustration)	22
Our Vision integrated into the Reclaiming Futures 6-Step Model	23-24
We took the Vision created by our Fellows and Change Team and incorporated it into the Reclaiming Futures Proven 6-Step Model for systems reform.	
Part 1 of the RF model: “A Coordinated Individualized Response” [Steps 1 -3]	
Our Vision and Current Reality.....	23-24
Step 1: Initiation – Process steps to achieve our Vision.....	25-26
Step 2: Initial Assessment – Process steps to achieve our Vision.....	27
Step 3: Service Coordination – Process steps to achieve our Vision.....	28
Part 2 of the RF model: “Community Directed Engagement” [Steps 4- 6]	
Our Vision and Current Reality.....	29
Step 4: Initiation – Process steps to achieve our Vision.....	30
Step 5: Engagement – Process steps to achieve our Vision.....	31
Step 6: Transition – Process steps to achieve our Vision.....	32-33
Fellows Vision	35
Signature of Fellows	36
Purpose of the GAIN-SS screening tool	37
Juvenile Justice Mentor Program Vision (draft)	38
The Seven Challenges (treatment modality)	39

What is Reclaiming Futures?

Reclaiming Futures (RF) is a national juvenile justice systems reform effort which began in 2002 in 10 communities with grant funding from the Robert Wood Johnson Foundation.

The Reclaiming Futures systems reform initiative specifically targets youth in the juvenile justice system who have substance abuse and mental health issues, by providing **“More Treatment, Better Treatment, Beyond Treatment.”**

The Reclaiming Futures *proven six-step model* unites juvenile courts, probation, adolescent substance abuse treatment, and the community to reclaim our youth. Together, we are tasked to improve drug and alcohol treatment and mental health services from the earliest point of contact through transition from probation and/or treatment back to community by connecting teens to positive activities and caring adults to ensure our kids remain clean, sober and crime-free.

Reclaiming Futures in Snohomish County began in 2010. We have been awarded grants from 2010-2014 by the Center for Substance Abuse Treatment (CSAT), which is part of the U.S. Department of Health and Human Services' Substance Abuse and Mental Health Services Administration (SAMHSA), and the U.S. Department of Justice's Office of Juvenile Justice and Delinquency Prevention (OJJDP) to implement the Reclaiming Futures model. We also receive technical assistance from the Reclaiming Futures National Program Office.

Reclaiming Futures' structure is comprised of a Leadership Team, the “Fellows,” who represent the various systems – Judiciary, Justice, Treatment, Community, and a Project Director. Snohomish County is proud to also have an actively engaged “Change Team” which represents all stakeholders within our community to lead our change effort. Change Team is the “engine” driving the change effort.

This living document is the Snohomish County Reclaiming Futures Vision for Our Kids. It was created by our Fellows and Change Team, our community. Please contact us if you have questions, ideas, or would like to help!

Acknowledgements

This 'living' Vision is the result of a two-day Visioning Workshop held on January 24-25, 2013 with the Reclaiming Futures Fellows Team and Change Team, facilitated by Michael Bagley, Executive Director of Project U.S.E. in Newark, New Jersey, and funded by the National Program Office of Reclaiming Futures.

In two days, the teams – totaling close to 50 people during Change Team meeting – learned a new model for creating results (a Vision), and worked collaboratively to create our ideal community for our adolescents in recovery.

Special thanks to Margaret Soukup, our Reclaiming Futures Coach, for her support of this project, and the Reclaiming Futures Fellows for their leadership, sacrifice, time, passion and dedication to the success of this Project:

Judge Bruce I. Weiss, Snohomish County Superior Court
Judicial Fellow; 2010-present

Ms. Cammy Hart-Anderson, Snohomish County Human Services
Treatment Fellow; 2010-2013

Mr. Shane Nybo, Snohomish County Juvenile Court
Justice Fellow; 2010-2013

Ms. Michele Rastovich, Snohomish County Community Mobilization
Community Fellow; 2010-present

Mr. Steve Strickler, Youth for Christ
Community Fellow; 2012-present

Ms. Janelle Sgrignoli, Snohomish County Superior/Juvenile Court
Justice Fellow; 2012 - present

Ms. Kathy Haggerty, Snohomish County Superior Court
Project Director, Fellow; 11/2012-present
and

Ms. Colleen Holman, Snohomish County Superior Court
Sr. Secretary to Reclaiming Futures

Most importantly, this Reform Initiative would not be possible without the support of the leaders in our county, the support of our Core Partners, and the work and passion of our Change Team members:

Reclaiming Futures Change Team

The Reclaiming Futures Change Team is a guiding coalition comprised of stakeholders and staff representatives from all aspects of our community – every agency, every system, every level, from Director/Administrator/Deputy Executive to youth care workers, corrections staff, parents & teens. To join Change Team, contact Kathy Haggerty or come to a meeting on the 4th Thursday of each month: 3-5pm; see our website for location.

Sue	Ambler	Work Force Development Council
Tara	Barnard	Catholic Community Services-Recovery Services
Drew	Barnhart	New Life Center
Carmen	Barr	Catholic Community Center-Recovery Services
Bill	Barrett	DSHS-Division of Children & Family Services
Judy	Bixby	Lakeside Milam Treatment Center
Jeb	Bolton	Denney Juvenile Justice Center
Jessica	Brand	Tulalip Tribes
Mary Jane	Brell	WorkSource Development Center (now at Sno Co Human Services)
Bryan	Brockmann	Everett Police Department
Samantha	Brown	Workforce Development Council – Sno.Co.
Peter	Camp	Snohomish County – Executive’s Office
Patti	Catalano	Music Works Northwest
Winnie	Corral	Lutheran Community Services-Familias Unidas
Dave	Cudworth	Endeavor Family Counseling (FFT)
Emily	Dagg	Everett Public Library
Curtis	Dahl	Parent
Tobias	Dahl	Youth: Drug Court Graduate
Jodie	DesBiens	North West ESD

John	Defousse	Everett Police Department
Rebecca	Dixon	Northshore Christian Church
Sarah	Dreban	Big Brothers Big Sisters
Stacey	Eberly	WorkSource Development Center
Christy	Evans	Marysville School District
Maurean	Florea	Lakeside Milam Treatment Center
Carolyn	Foster	New Life Center
JJ	Frank	YMCA
Angela	Fraser-Powell	North Sound Mental Health Administration
Margaret	Frey	NorthWest Educational School District
Jon	Frodema	Workforce Development Council-SC
Karen	Gahm	Denney Juvenile Justice Center
Tim	Gahm	Lutheran Community Services
Ron	Gaudette	Denney Juvenile Justice Center
Briana	Gibson	Youth for Christ
Ann	Gifford	Snohomish County Sherriff's Office
George	Godzik	DSHS-Children's Administration
Jason	Gooding	Navy: School Liaison
Ramona	Grahm	Center for Human Services
Leandra	Hall	
Carol	Harkins	Gene Nastri School
Julie	Heijster	WorkSource – Snohomish County
Brice	Herrick	New Life Center
Allen	Hilderbrand	Denney Juvenile Justice Center- Justice Fellow

Elysa	Hovard	Cocoon House
Rebecca	Hungerford	Everett Community College
Susan	Hunt	Denney Juvenile Justice Center
Mike	Irons	Denney Juvenile Justice Center- Justice Fellow
Sarah	Jackson	Music Futures Program
Erin	Jergenson	Snohomish County Music Project
Janet	Jones	Parent
Lisa	Kibbee-Hacker	Tulalip Tribes' CEDAR Project
Sandy	Kinney	Division of Children & Family Services
Sarah	Kipling	Parent
Matt	Kolacz	Snohomish County Human Services
Kathy	Kyle	Snohomish County Public Defenders Assoc.
Yen	Lawlor	DSHS – Children's Administration
Mark	Lee	Denney Juvenile Justice Center
Scott	Lingle	The Center for Human Services
Steve	Londino	Therapeutic Health Services
Greg	Long	North Sound Mental Health Administration (NSMHA)
Carolynn	Mann	Snohomish County Public Defenders Assoc.
Gary	Marks	Everett School District
Pat	Martinelli	Mental Health Therapist
Jason	McCauley	Music Futures
Nicole	McGrath	Team Child
Tyrone	McMorris	Casino Road Ministries
Tisha	Miller	WorkSource Snohomish County

Bob	Mitchell	Mitchell Art Glass
Annie	Mulligan	Everett Herald Photography
Patrick	Murphy	Edmonds School District
Alisa	Myers	Glacier Peak High School
Shane	Nybo	Snohomish County Superior/Juvenile Court
Tracy	Ollgaard	WorkSource Snohomish County
Roger	Pawley	Everett Music Project- Music Futures
Wyonne	Perrault	Darrington Family Center
Amy	Persell	Workforce Development Council
Amy	Perusse	Everett School District
Ed	Peterson	Housing Hope
Lisa	Quaring	Lakeside Milam Recovery Center
Matt	Rakoczy-Hatting	Cocoon House (til May 2013)
Mark	Ramos	Healing Lodge
Jamie	Reed	Snohomish County Superior Court-Drug Court
Tim	Reeves	Everett Police Department
Annie	Rosentrater	Denney Juvenile Justice Center
Todd	Schedin	Denney Juvenile Justice Center
Rory	Schilling	Division of Children & Family Services
Katherine	Scott	SeaMar Community Health Center
Damon	Scott	Denney Juvenile Justice Center
Chief Tim	Shea	Snohomish County Sheriff's Office
Lieolani	Sheetz	Parent
Eilene	Simmons	Everett Public Library

Kurt	Simmons	Work Force Development Council-SC
David	Small	SeaMar Community Health Center
Margaret	Soukup	Reclaiming Futures Coach
Amy	Stoose	Denney Juvenile Justice Center
Chris	Sutherland	SRO Marysville-Pilchuck High School
S.	Taylor	Everett Police Department
Wendi	Thomas	NorthWest Educational Service District
Ashley	Thomas	Detention Supervisor
Tom	Teigen	Snohomish County-Parks Director
Rosalie	Toves	WorkSource Snohomish County
Ken	Urie	Mill Creek Family Services
Luther	Weathersby	Denney Juvenile Justice Center
Cathy	Werden	Catholic Community Services
Capt Bill	Whitbeck	Musician/artist/Aspiring Mentor
Bob	Wicks	Community Liaison WA State for Northwest Behavioral Center (now Treatment Fellow)
Henri	Wilson	PAIR Project (Promising Artists in Recovery)

Change Team

Purpose of the Change Team: Work with the Reclaiming Futures (Reclaiming Futures) Fellows to increase community capacity for change; to develop an integrated system of care network for youth and families challenged by substance abuse and delinquency; and to ensure sustainability of the Reclaiming Futures framework in Snohomish County.

Change Team Responsibilities:

1. Form a powerful guiding coalition.
2. Create and communicate a vision.
3. Empower others to act on the vision.
4. Plan for and create short-term wins.
5. Consolidate improvements and produce still more change.
6. Institutionalize the new approaches.
7. Build capacity to develop and sustain innovation and change.
8. Identify initiative outcomes.
9. Plan strategically to achieve outcomes.
10. Inspire broad-based community participation.
11. Increase knowledge of evidence-based service delivery options and other innovations within treatment and juvenile justice.
12. Cultivate peer support within a profession or stakeholder group to identify challenges and develop solutions.
13. Champion system and service delivery improvements, ethical innovations, and professional excellence within a field.
14. Assure accountability.
15. Advocate effectively with local, state and national policy makers as authorized.
16. Support community efforts that align with Reclaiming Futures vision, mission, and guiding principles.

Change Team Members' responsibilities include:

- Attend monthly meetings regularly, and working on at least one Reclaiming Futures project, activity or committee;
- Actively represent the segment of the community for which you were chosen;
- Participate in on-going advocacy and contact policy makers as authorized, to educate them concerning the needs of our community and the accomplishments and contributions of Reclaiming Futures to the community; and
 - Act as a liaison between the Fellows Team and community partners.

The “Visioning Process”

Based on the work of Robert Fritz, author of *The Path of Least Resistance* and *The Path of Least Resistance for Managers: Designing Organizations to Succeed*.

We learned a model for establishing a structure (or structures) that will support desired end results towards implementation of the Reclaiming Futures Model.

A Vision is:

- What we want to exist
- Something we care about
- A clear, recognizable result
- Exists for its own sake
- Not solving a problem, easing pain, or fixing something that’s broken
- Described as if it exists now
- *Regardless of whether it’s possible or probable*

We then determine our “**Current Reality**” which is:

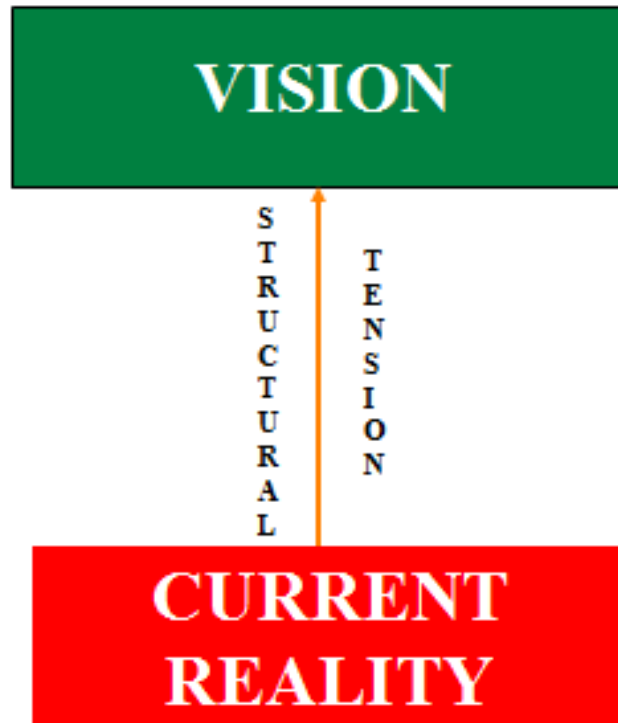
- A measuring tool
- The TRUTH about what we have in relation to what we want
- Not “GOOD,” not “BAD” - IT JUST IS!

Structural Tension:

Now imagine: We learned that by ‘attaching a rubber band to a nail’ in our Vision and stretching this rubber band vertically downward to our current reality, we create what is called “Structural Tension.” This tension naturally seeks resolution and will follow the path of least resistance. Therefore, we place the process steps (proper structures) in place between current reality and vision – as structure drives behavior.

We then achieve our Vision.

Model



The Creative Cycle:

Conception

Vision

Current Reality

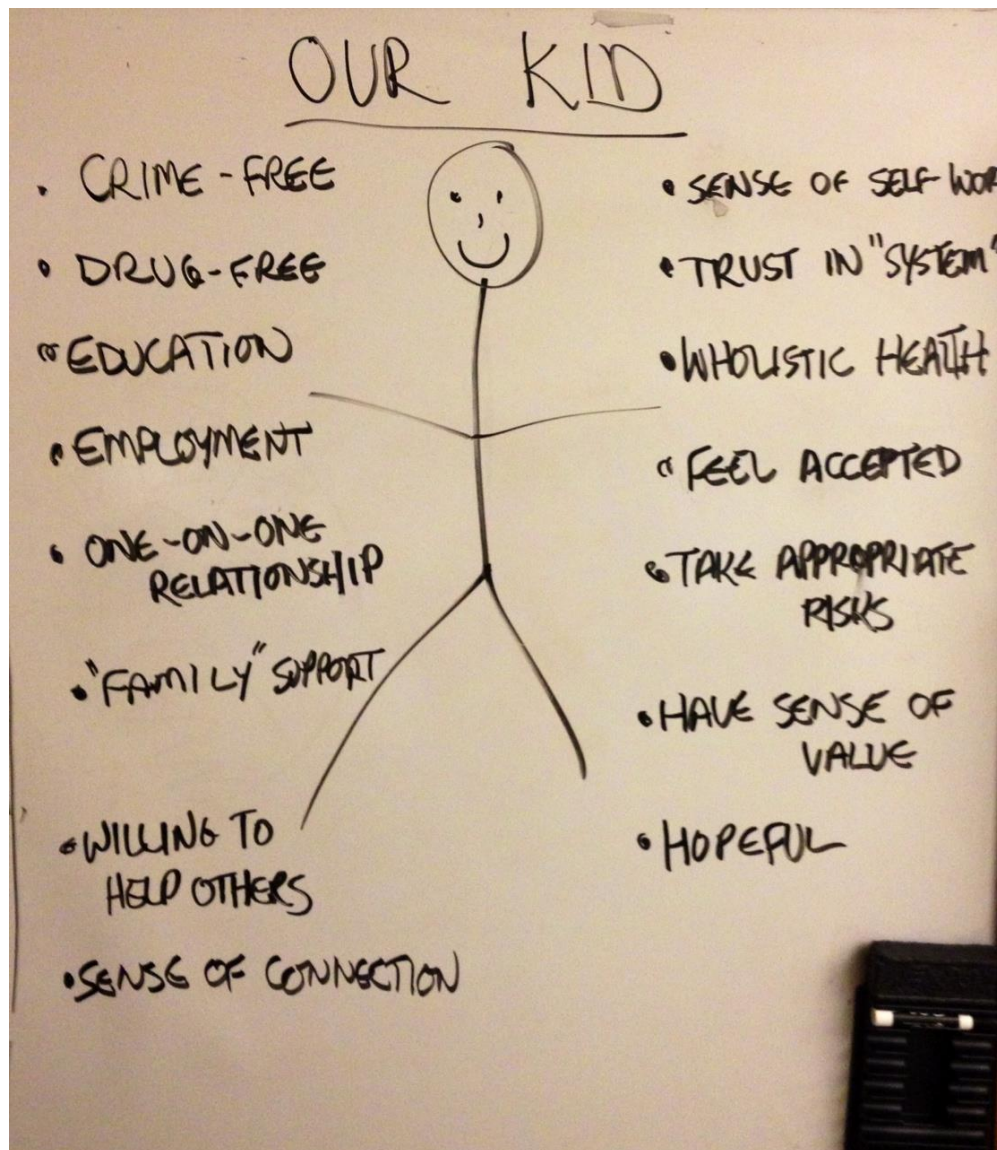
Take Action

Adjust, Learn, Evaluate, Adjust

Building Momentum

Completion

Living with your creation



A Vision for our Community

Picture this....it's January 25, 2015....and it is officially designated as "Reclaiming Futures Day in Snohomish County" during National Mentor Month.

We have achieved the lowest juvenile crime rates in our history and the country, particularly those which are alcohol and drug related. Our kids in Snohomish County are drug free, have a sense of self-worth, are engaged in education and/or employed, have at least one, 1-to-1 relationship with a caring adult, have 'family' support (as they define the word family), are willing to help others, have a sense of connection, trust in 'the system', are healthy in a holistic way, feel accepted, take appropriate risks, have a sense of value and are hopeful.

They have a positive vision for their life.

<http://snohomishcountywa.gov/937/Reclaiming-Futures>

To celebrate, a group of our elected representatives and special guests from Reclaiming Futures sites around the country have gathered to both visit our “Vision having become reality” and help us celebrate later that day.

The day begins with a community tour starting at the Denney Juvenile Justice Center. Our special guests walk through both detention and probation, and talk with staff and youths. They learn that all staff utilize a common evidence-based screening tool for substance abuse and mental health needs and quickly refer youth for a universal evidence-based assessment and appropriate treatment. Our staff impress our visitors with their knowledge of substance abuse issues as it pertains to adolescent development. As our visitors witness an admission in Juvenile Detention, they see an Intake Officer search a county-wide database to determine if the youth has recently had a screening and/or whether that youth already has a treatment plan in place – at school, treatment, shelter or DCFS, so as not to duplicate services or over-assess the youth. As a result of fewer youth in custody, they see the space at Denney is now utilized for a broader community purpose – there is a ‘triage’ / detox unit to hold youth needing formal assessment or awaiting treatment beds.

The visitors leave Denney to tour some of the local treatment centers and learn about evidence-based treatment practices for teens, such as the *7 Challenges* modality, and hear about their positive experience with a team-based approach to treatment planning system-wide. The tour continues to a high school, a recovery school, a drop-in center and one of the “One Stop Shops” that families utilize to streamline accessing services. Staff universally express how much easier their jobs have become as a result of integrating systems and working collaboratively.

The day culminates with the entire community gathering at the Everett Performing Arts Center for our “Reclaiming Futures Day” celebration. The Change Team, which has grown to over 100 stakeholders, parents, youth, professionals, and our elected representatives pour in and gather to celebrate our adolescents in recovery and our community’s health, accomplishments and activism on their behalf.

As guests enter the seating area, a slideshow plays on a screen. These pictures show the art works of the youth in recovery: Photographs, blown glass, calligraphy, mosaics, urban art, murals, poetry, paintings, clay, wood, our kids climbing mountains, building homes and trails, kayaks, wooden boats and airplanes....we see the faces of smiling, healthy, youth and families...we see pictures of the drop-in centers, the new Recovery House in Snohomish County and the One Stop Shops...we see pictures of youth with their mentors at various events, activities and job fairs...we see pictures of youth returning to their high schools with “Welcome Back, We are Proud of You” banners and of other youth receiving their diplomas post treatment...

The Judicial Fellow opens the evening. He speaks to the evolution of this reform initiative and the work our community has done in service to our teens. He tells stories of his time in Drug Court, his experiences in the arts programs with them and in leading a reform initiative. The Project Director then shares this Vision as created in 2013, our current reality as it was in 2013, and our current reality in 2015. Each of our Fellows and Change Team leaders and members who helped to bring our Vision to reality are acknowledged.

Everyone takes their seat and several youth quietly enter the stage with guitars and other musical instruments. They are introduced and then they sit down and begin to play a song that one teen has written while participating in Music Futures and another youth sings his song, the rest sing harmony. This song speaks to their journey, the struggles, the love and friendships formed through their recovery and the hope they now have. The crowd is moved and the applause is rousing and sustained.

Another youth is introduced and she reads the vision for her life. It is a vision filled with vivid imagery and defined results she will create to live a healthy, sober life; earn her bachelor's degree and be a mentor for youth in our community.

Our Treatment Fellow describes an integrated system in which there is shared data, and reports that youth and families are receiving the treatment they need without delay. Our Justice Fellow reports on reduction in recidivism for youth abusing substances. Our Community Fellows report on our Mentor Programs reaching new levels of volunteerism and performance and the One Stop Shop.

The program continues with testimonials from youth and parents who speak about the positive experiences they had from start to finish with our systems and the care they received. No matter where they reached out for help – school, health care, their Council representative, treatment, church, law enforcement...no matter the point of entry for the youth into the “system”– detention, treatment, they describe a seamless, integrated system of care, that youth only needed to tell their “story” once when getting assessed, and received easy access to services. They describe feeling respected, honored, embraced and supported, each step of the way, from start to finish.

It is closing in on 8 pm and the musicians again take the stage. This time there are many more young people on stage, and more youth to sing in chorus. One young woman reads a poem, and then the ‘band’ plays.

Snohomish County Reclaiming Futures is a model for our country.

Our Committees

To accomplish our work in a methodical, organized way, we have currently divided our Vision and Steps of the Reclaiming Futures model and assigned a section/s to one of four work committees: Justice Committee (Steps 1); Treatment Committee (Steps 2 through 5) and our two Community Committees – Education/Employment and Pro-Social Activities Committees (Step 5 & 6). Throughout the Vision there is ‘cross-over’ in which two or more Committees will need to partner or collaborate to accomplish various projects.

Change Team and Committee minutes are posted monthly to our website.

Our “Fellows Team” is a Committee unto itself (see below) and also takes on large scale projects (i.e. convening political stakeholders, treatment directors, etc.).

Description of Committees:

Fellows Team Purpose: Meet monthly to conduct central strategic planning addressing the elements of the Reclaiming Futures Initiative in Snohomish County and to make critical strategic decisions about implementation based on recommendations from the Change Team.

Treatment Committee Purpose: A group of Change Team representatives who serve as representatives of county agencies who are directly responsible for screening and/or assessment and treatment in Snohomish County. This subcommittee will seek to address the process steps in Step 2-5 of the Vision and engage other Committees as needed. They seek to engage county agencies in the universal use of validated screening for substance abusing juvenile offenders. They will report their recommendations and work to the Snohomish County Reclaiming Futures Change Team for feedback and seek approval from the Snohomish County Reclaiming Futures Fellows for approval on all proposed activities and outreach conducted by the subcommittee. A Reclaiming Futures Treatment Fellow will serve as the Chair of this subcommittee.

Educational & Employment Committee Purpose: A group of Change Team and community representatives committed to addressing educational and employment opportunities for our kids and identify barriers to the implementation of the Reclaiming Futures Initiative in Snohomish County. This subcommittee reports their recommendations to the Snohomish County Reclaiming Futures Change Team for feedback and seeks approval from the Snohomish County Reclaiming Futures Fellows for approval on all proposed activities and outreach conducted by the subcommittee. A Fellow or Change Team Representative will serve as the Chair of this subcommittee.

Pro-social Activities Committee Purpose: A group of Change Team representatives committed to addressing the need for mentoring opportunities and the engagement of family members and community-based natural helpers to extend the continuum of care to community support systems that will outlast all court based supervision and formal services provided during their

<http://snohomishcountywa.gov/937/Reclaiming-Futures>

contact with county social systems. This subcommittee reports their recommendations to the Snohomish County Reclaiming Futures Change Team for feedback and seeks approval from the Snohomish County Reclaiming Futures Fellowship for approval on all proposed activities and outreach conducted by the subcommittee. A Reclaiming Futures Community Fellow will serve as Chair of this subcommittee.

Other Committees may be added or Ad Hoc as needed:

- Clinical Advisory
- Youth Advisory
- Data
- Funding/financial



Reclaiming Futures in Snohomish County:

“MORE treatment- BETTER treatment- BEYOND treatment”

Picture this....it's January 25, 2015....

We have achieved the lowest juvenile crime rates in our history and the country, particularly those which are alcohol and drug related. Our kids in Snohomish County are drug free, have a sense of self-worth, are engaged in education and/or employed, have at least one 1-to-1 relationship with a caring adult, have 'family' support (as their family is defined), are willing to help others, have a sense of connection, trust in 'the system', are healthy in a holistic way, feel accepted, take appropriate risks, have a sense of value and are hopeful. They have a positive vision for their life.

Our community is 'stigma free' regarding substance abuse and embraces and supports youths seeking help. Regardless of the point of entry, our youths and parents come forward seeking help knowing that they will be accepted, valued, encouraged. Statement: A young man returns from treatment and is received as a hero.

Our youths and families are met “where they are at” Literally (physically) as well as emotionally, culturally, socioeconomically, etc.

<http://snohomishcountywa.gov/937/Reclaiming-Futures>

Systems Integration: Our youth experience a coordinated, integrated system. Our various systems are seamless, work together cooperatively; we track outcomes, and share our data.

Our youth are supported at each step of the process from point of entry to transition by their peers & parents, families, and community. Youths and their families have the things that they need to succeed in treatment.

A child with needs receives an *accurate assessment* that results in the right (culturally, evidenced-based etc) services at right time. These necessary services are available, accessible and conveniently located throughout the County.

Our youth experience an educational system that offers flexibility that supports all youth in recovery.

As a result of having participated in our County's treatment system youth engage in our community and assist their peers, and both they and/or their family's know their strengths.

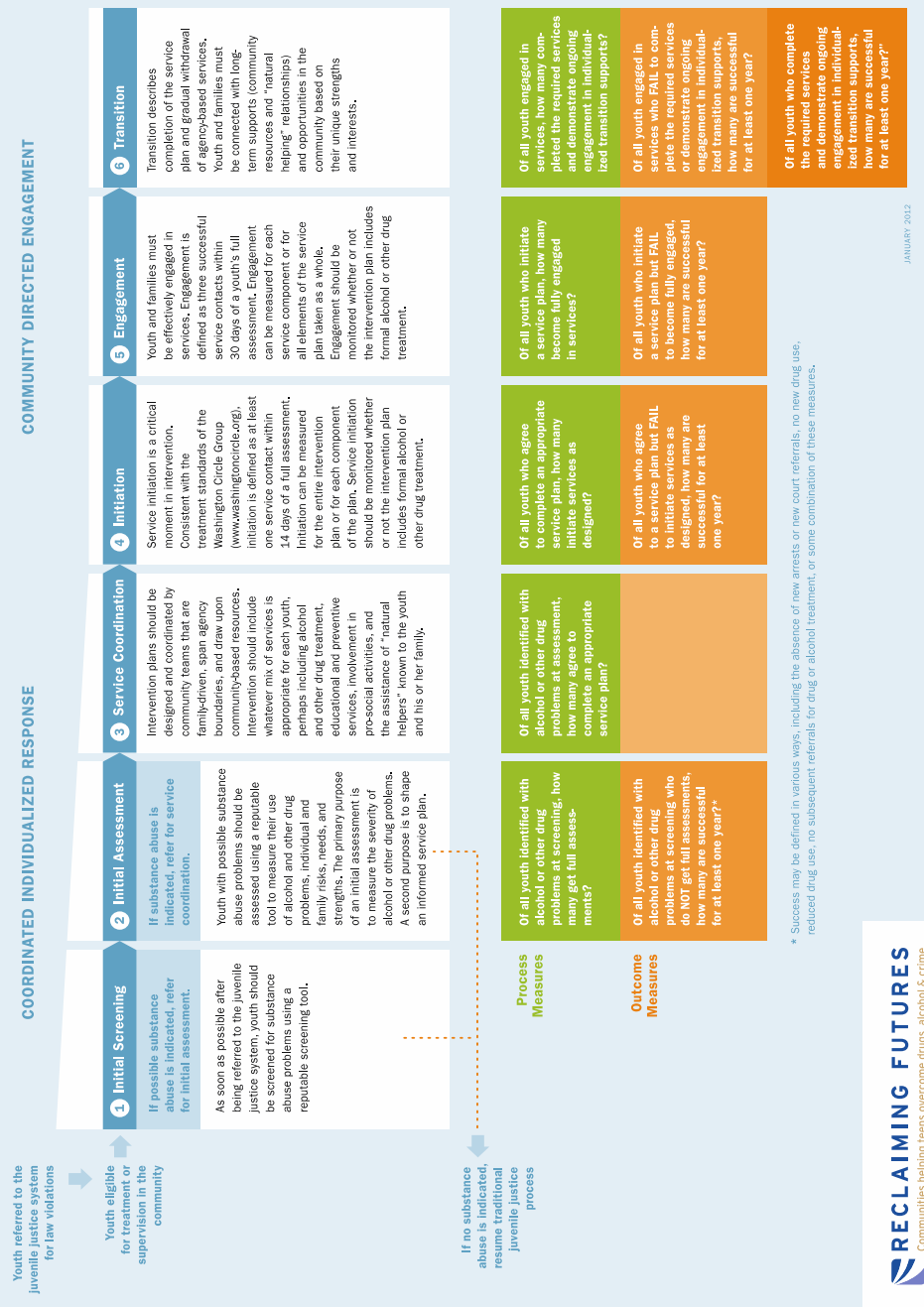
Reclaiming Futures is community supported which includes volunteering time, energy, participation in meetings and workgroups, and financial.

Our community (all sectors, public, private, volunteers, citizens) is fully aware of our Reclaiming Futures vision, knowledgeable of substance abuse issues/how policies impact our community and are fully engaged to participate when called upon.

As a result of Reclaiming Futures in our community, youth are accountable. Youth and parents are responsible, accountable and actively engage in the sustainability of Reclaiming Futures.

Our community promotes a healthy and substance free lifestyle as the norm. Volunteerism has reached a new level of appreciation and performance.

the Reclaiming Futures model



Implementation of Reclaiming Futures is divided into two parts: a **Coordinated Individualized Response & Community Directed Engagement**. Within each of these areas are three steps.

“A Coordinated Individualized Response”

1) INITIAL SCREENING → 2) INITIAL ASSESSMENT → 3) SERVICE COORDINATION

Our Vision: **Our community is ‘stigma free’ regarding substance abuse and embraces and supports youths seeking help.** Regardless of the point of entry, our youth and parents come forward seeking help knowing that they will be accepted, valued, encouraged.

Our systems are integrated and our youth experience this coordinated, integrated system. Our various systems are seamless, work together cooperatively; we track outcomes, and share our data.

Our youth are supported at each step of the process from point of entry to transition by their peers & parents, families, and community. Youths and their families have the things that they need to succeed in treatment.

Our youth and families are met “where they’re at” in order to get the help that they need. This means we meet them literally (physically) where they are at, as well as emotionally, culturally, socioeconomically, etc.

A youth with needs receives an *accurate assessment* that results in the ‘right services at right time’, including culturally relevant and evidenced-based. These necessary services are available, accessible and conveniently located throughout the County.

Current Reality:

We are doing well in terms of this step by Reclaiming Futures standards; however, we need to implement the GAIN-SS in detention. This is in progress via a joint Change Team/Detention leadership sub-group.

In terms of our Community's Vision, we aspire to more at this stage:

- Our systems are not fully integrated and we believe our community sometimes stigmatizes kids with drug and alcohol issues, which often makes it difficult for kids and/or families to come forward for help.
- We need to increase supports to youth and family from point of entry through transition.
- There are no 'One Stop Shops' (i.e. centralized locations where systems are represented which would streamline and assist in systems integration as well as increase ease of access for community).
- 'Reaching into' the community to assess youth and help them before they get involved with the juvenile justice system: Snohomish County has some excellent prevention/intervention efforts. We need more and to increase coordination.
- We aspire to educate our whole community and de-stigmatize juveniles in the justice system and those struggling with substance abuse.
- Universal evidence-based screening *and* assessment tools are not in place – and we understand anecdotally that all kids are not receiving the treatment they need when they need it (need data on this).

Step 1. Initial Screening: If possible substance abuse is indicated, refer for initial assessment. *“As soon as possible after being referred to the juvenile justice system, youth should be screened for substance abuse problems using a reputable screening tool.”*

Proposed Process steps to achieve our Vision:

- ☐ Educate and train all staff (in Juvenile Court including Volunteer Guardians Ad Litem, and Diversion) on the GAIN-SS (or mutually agreed upon evidence-based screening tool).
- ☐ Implement GAIN-SS at Detention Intake: Obtain the MH-JDAT (current form used for assessment) and compare to the GAIN-SS. [Global Appraisal of Individual Needs-Short Screen].
- ☐ Implement GAIN-SS in Community Services Unit if DCFS has not completed w/i 30 days.
- ☐ Ensure results of screening are available ASAP to all who need the information.
- ☐ Train all staff in Motivational Interviewing (VGAL & Detention).
- ☐ Track outcomes/results (in pre-existing or Reclaiming Futures SharePoint database site)
- ☐ Educate staff on recovery and what it takes for youth to remain in sobriety.
- ☐ Educate staff on cultural competency/cultural sensitivity.
- ☐ Work across systems to establish an evidence-based Universal Screening/assessment for our whole Community: Inclusive of behavioral health, mental health (includes prescribers and access to meds.), D/A, co-occurring disorders, PTSD, family.

Additionally, before kids are involved in juvenile justice: Implement a common screening/assessment tool consistent with ASAM criteria that can be used in the community at any point of entry/service provider *before* the youth commits crime and enters juvenile justice.

- ☐ Inform and train all teachers, youth care workers, social workers, volunteers, etc. on the common assessment tool.
- ☐ Establish formal agreements for inputting data and sharing information cross-systems in consideration of HIPAA, RCWs, WACs, agency policies.
 - ☐ Obtain information from EMS/Fire data shared agreement currently in creation. What can we learn from their agreement?
 - ☐ Use examples from other RF sites who have entered into these agreements.
- ☐ Track outcomes/results in a mutually shared database.
- ☐ Establish Culturally Inclusive Community Centers where multiple services can be accessed including substance abuse, mental health, medical, screenings); forms, brochures in multiple languages, Safe Zone communication.
- ☐ Communicate presence of Community Centers to the community.
- ☐ Safety nets: At first point of contact (and each successive) to youth and family:
 - Establish Peer Support System: Youth referred to peer graduates to help them navigate the systems.

- Enhance Parent Support System: Parents are referred to parent graduates to help them navigate the systems.
- Social Media site created: To connect and inform youth/families and mentors.

Our Current Reality:

- The GAIN-SS is currently required for Publically Funded Mental Health agencies but not for Privately Funded agencies.
- The GAIN-SS is administered in Probation – Court Services/Intake; the GAIN-I is administered in Drug Courts.
- Some detention personnel are familiar with the GAIN-SS from its usage in a former program.
- Results and recommendations are available via report from the Chestnut Systems.
- There is a ‘shared database’ in our county’s Drug Courts; need to explore how to better share information.
- Some staff are educated on adolescents and chemical dependency.
- Some staff may be culturally competent.
- A universal assessment is not in place upon referral following initial screening.

Before Juvenile Justice:

- Unknown as to whether all agencies use the GAIN-SS.
- There are no formal agreements in place to begin to share data through a mutually shared database; data sharing is slow to occur based on availability of releases of information.
- There are 12 Step groups for teens in both detention and in the community.
- More safety nets are needed at point of entry/exit in/out juvenile justice.

Step 2. Initial Assessment: If substance abuse is indicated, refer for service coordination. *“Youth with possible substance abuse problems should be assessed using a reputable tool to measure their use of alcohol and other drug problems, individual family risks, needs, and strengths. The primary purpose of an initial assessment is to measure the severity of alcohol or other drug problems. A second purpose is to shape an informed service plan.”*

Proposed Process steps to achieve our Vision:

- ☐ Create inventory of all screening AND assessment tools currently in use.
- ☐ Establish an evidence-based Universal Assessment for our whole Community: Inclusive of behavioral health, mental health (includes prescribers and access to meds.), D/A, co-occurring disorders, PTSD, family. [Note: Await implementation of Affordable Care Act].
- ☐ Assessment & Referral is an established skill – ensure all staff that assess and refer have a quality skill-set.
- ☐ Ensure a quality assurance process is in place for all referrals.
- ☐ Train all direct care staff in Motivational Interviewing.
- ☐ Create a “Treatment Services Menu” (including resources for pregnant teens, anger management, how to assist sex offender youth in recovery).
- ☐ Inventory of Resources: “Where to Turn for Teens & Parents” which is accessible and available.
- ☐ Ensure youth and families have the ability to choose the type of treatment they feel will be best for them (e.g. NA, traditional 12 Steps, 7 Challenges).
- ☐ Develop protocols that insure strength-based and individualized & tailored care.

Our Current Reality:

- Multiple assessments and forms are used by all agencies in our county → adolescents are ‘over-assessed.’
- Review the WAC to determine requirements of assessment.
- Skills need to be developed system-wide, as well as quality assurance for making referrals.
- Our Juvenile Probation Counselors (JPCs) and Drug Court staff are trained in Motivational Interviewing (MI); as are many of our treatment staff; more training for all juvenile court staff, youth care workers, school counselors, etc. is needed.
- Our Change Team is revising a “Where to Turn for Teens & Parents” → will need to publish, distribute and make sustainable.
- Agencies need to better understand the ‘wraparound model’ and implement cooperatively.

Step 3. Service Coordination: *“Intervention plans should be designed and coordinated by community teams that are family-driven, span agency boundaries, and draw upon community-based resources. Intervention should include whatever mix of services is appropriate for each youth, perhaps including alcohol and other drug treatment, educational and preventive services, involvement in pro-social activities, and the assistance of ‘natural helpers’ known to the youth and his or her family.”*

Proposed Process steps to achieve our Vision:

- ☐ Parent Resource Guide/s: Teen Yellow Pages, Navigating the Justice System Guide, “Where to Turn”. Partner with Cocoon House – “Navigator Program”.
 - ☐ Speak with family members and create strategies for better family engagement.
 - ☐ Need to establish ‘baseline’ for family engagement (of all kids in tx; how many have family involved?)
 - ☐ Review /Utilize a “compound ROI” (eg. Lakeside-Milam’s) enabling agencies and providers to collaborate.
 - ☐ Determine which kids would benefit from coordinated treatment.
 - ☐ Utilize a team approach to treatment planning.
 - ☐ Develop a consistent language for Treatment. [Glossary of terms].
 - ☐ Create a ‘menu’ of services provided at all treatment facilities for education to community.
 - ☒ Establish means of youth earning credit for pro-social activities.
 - ☒ Establish **Community Treatment Team**: Team will discuss system issues and individual cases as needed.
 - ☒ Ensure that all direct care agencies establish protocols for Multi-Disciplinary Team meetings regardless of point of entry in our systems to address all physical/social/emotional/mental/economic/educational needs.
 - ☐ Develop innovative, efficient ways for providers to collaborate; i.e. Skype conference call; or other electronic means.

Our Current Reality:

- Our Drug Court utilizes a team approach.
- Family engagement is low.
- Fee-for- services reimbursement may be a barrier for collaborative time.
- Time may be a barrier for meetings and travel to create collaborative (in person) meetings. However, technology may enable collaboration through SKYPE or other web-based approaches
- Healthcare Reform is coming – how might it change current reality?
- Some educational navigators are in place.
- Community Treatment Team does not exist.
- Drug Court youth receive ‘credit’ for pro-social activities; RCWs/policy changes needed for credit to be given for youth in Probation Intake/Supervision to be given credit for pro-social.

“Community Directed Engagement”:

Our Vision: **Our youth are supported** at each step of the process from point of entry to transition by their peers & parents, families, and community. Youth and their families have the things that they need to succeed in treatment.

Youth are connected to services effectively and efficiently; they experience an “easy” intake process.

As a result of having participated in our County’s treatment system, youth engage in our community and assist their peers, and both they and/or their families know their strengths.

Our youth experience an educational system that offers flexibility that supports all youth in recovery.

Reclaiming Futures is community supported which includes volunteering time, effort, participation, and financial.

Our community (all sectors, public, private, volunteers, citizens) is fully aware of our Reclaiming Futures vision, knowledgeable of substance abuse issues/how policies impact our community and are fully engaged to participate when called upon. Volunteerism has reached a new level of appreciation and performance.

Our Community is one in which the norm is a substance-free life and a healthy life is promoted.

Our youth leave program/supervision with a positive vision for their life. The community receives the youth in recovery back as ‘heroes’ – we accept and support our youth following treatment.

The three steps of implementation under Community Directed Engagement are:

4) Initiation → 5) Engagement → 6) Transition

Step 4. Initiation: *“Service initiation is a critical moment in intervention. Consistent with the treatment standards of the Washington Circle Group (www.washingtoncircle.org). Initiation is defined as at least one service contact within 14 days of a full assessment. Initiation can be measured for the entire intervention plan or for each component of the plan. Service initiation should be monitored whether or not the intervention plan includes formal alcohol or other drug treatment.”*

Proposed Process steps to achieve our Vision:

- ☐ Establish protocols and procedures throughout juvenile justice and all community stakeholders:
How to determine if service contact occurred within 14 days, if not, why not?
- ☐ Data is entered in mutually accessible database and share data regarding where/when.
- ☐ Convene agency leaders to discuss “More Treatment” and greater collaboration.
- ☐ Self-help/sober support in detention /schools/colleges and community-based organizations.
- ☐ Identify any barriers to treatment systemically/individually and overcome.

Additionally:

- ☐ Ensure Recovery Oriented System of Care:
 - Basic needs met/addressed
 - Treatment is available on demand (i.e. “walk in community clinic”)
 - Transportation is available (so that this is not a barrier to treatment)
 - Services are accessible for working parents
 - Culturally competent
- ☐ Establish tracking systems as needed.
- ☐ Utilize a compound Release of Information or MOUs that allows various systems to share information easily

Our Current Reality:

- No mutually accessible database is in place; there are multiple databases in our agencies/programs that do not ‘talk’ to each other.
- Investigate the DCCM(Drug Court Case Management) system as a model for sharing info.
- There are sober support groups in juvenile detention and in community.
- Some schools have Prevention Intervention Specialists and “Clean & Sober Clubs”
- We do not have clear understanding of all school’s policies and protocols regarding kids with chemical dependency issues.
- We are not totally aware of tracking systems currently in place and what is needed.

Step 5. Engagement: *“Youth and families must be effectively engaged in services. Engagement is defined as three successful service contacts within 30 days of a youth’s full assessment. Engagement can be measured for each service component or for all elements of the service plan taken as a whole. Engagement should be monitored whether or not the intervention plan includes formal alcohol or other drug treatment.”*

Proposed Process steps to achieve our Vision:

- ☐ Establish Community Treatment Teams – monthly meetings. Cross-agency professional representatives meet to discuss services, cases.
- ☐ Establish “level of accountability & verification” (eg. Sober support, meeting slips, art project, pro-social, credit for sports)
 - ☐ Create Legislation Sub-Committee: Would function to review/change the RCWs regarding pro social hours in lieu of community service hours and reduced sentences for participation in pro social activities.
- ☐ Reduced sanctions/sentences for participation in programs.
- ☐ Establish means of tracking service contacts (type of contact, etc).
- ☐ Increase family oriented treatment/family engagement – youth and parent attend together (& siblings).
- ☐ Increase homebuilders – counselor provides in home assessment of family dynamics.
- ☐ Create mentor program & use Interest Form to use for matching mentor to kids.
- ☐ Establish peer Support & Alumni groups.
- ☐ Institutionalize music/art programs like PAIR and Music
- ☐ Increase pro-social activities.
- ☐ Have kids volunteer in ‘meaningful’ community service.
- ☐ Host regular family nights.
- ☐ Harness the power of music / performing arts to help kids engage in the community (lessons, performances).

Our current reality:

- We have drafted a proposal for our Mentor Program and have process steps in place.
- Drug Court has hosted game nights (bowling, bingo).
- Our PAIR Program has been running classes: Glassblowing, photography, calligraphy – need to move into the community and create sustainability.

Step 6. Transition: *“Transition denotes completion of the service plan and gradual withdrawal of agency-based services. Youth and families must be connected with long-term supports (community resources and ‘natural helping’ relationships) and opportunities in the community based on their unique strengths and interests.”*

Proposed Process steps to achieve our Vision:

- ☐ Help the Faith-Based Community start-up and operate a comprehensive support volunteer mentor network for teens in recovery.
- ☐ Create inventory of all mentor programs currently available to our kids in Snohomish County.
- ☐ Family/youth/school/mentors work on a transition / re-integration plan together.
- ☐ Exit interview /interdisciplinary meeting with the youth.
- ☐ Avail youth of opportunity to participate in activities beyond treatment/court.
- ☐ Establish means of our kids earning school credit for ART, PAIR, music, etc.
- ☐ Increase/create Recovery Spaces & Drop-In Centers.
- ☐ Recovery Housing.
- ☐ Increase parent support and education.
- ☐ Social media site for youth to stay connected/systems to stay connected to youth.
- ☐ Create a Recovery School.
- ☐ Increase vocational programs.
- ☐ Create/increase employment/work experience opportunities; apprenticeships.
- ☐ Offer more alternative learning environments.
- ☐ On-going access to drug/alcohol and Mental Health services post supervision/formal treatment.
- ☐ Youth have access to counselors for ‘check-ups’ following completion.
- ☐ Increase transportation options for our kids.
- ☐ Identify JRA and treatment communication chain.
- ☐ Identify all navigators/advocates/service coordinators; connect with WDC planned professional navigators meeting.
- ☐ Determine current status of services to our kids: DVR, Center for Wooden Boats, WorkForce Development.

Our current reality:

- **Transportation is a barrier for our kids for everything!**
- We have approximately one dozen interested adults who wish to be mentors.
- We have active partners on our Change Team: WorkSource, Parks Dept.
- We have a mentor program proposal with implementation steps.
- We need “recovery spaces,” drop-in centers, recovery housing and recovery schools.
- We do not have a social media site.
- We need to increase employment opportunities for youth in recovery.

- Our kids face barriers when trying to re-enter school. Kids / parents not always clear on how to re-engage following suspension/expulsion.
- GED testing – cost can be a barrier to some of our kids.
- New educational testing in 2014 will be via computer – barrier to our kids.
- Sometimes tension between school administration and community navigators re: who should be first point of contact; need contact for each school.
- Dept. of Vocational Rehabilitation(DVR) – kids with IEPs eligible for job training; maybe job search assistance.

Need to determine if all of the following programs are at capacity:

- Youth Build (18+)~GED and college. (job placement after training)
- New NW ESD (Education Service District) position will be housed at Denney.
- Denney Transition to high school currently in place through Everett School District.
- Youth WorkSource Center for GED, resume assistance (services at Tulalip, Stanwood, MtLake Terrace, Monroe, Everett). WIA eligible youth may qualify for paid work experience (WEX) and on the job trg. (OJT)
- JobCorps – placement assistance after training.
- Online school completion.
- Student support advocates (Edmonds School District)
- Success Coaches – Everett School District
- Building Bridges – Marysville School District
- Sno-Isle Skill Center
- Cocoon Advocates (can act as bridge for transition and can transport youth to new service)
- CLIP(Contractual Learning Individual Plan)
- Center for Wooden Boats academic program at Cama Beach.
- Hot Rod Academy status unclear.
- Scriber Lake
- Edmonds Heights
- Home School Cooperative
- Kids in Transition (KIT)
- McKinney Vento Act Coordinators

Picture this....it's January 25, 2015....

We have achieved the lowest juvenile crime rates in our history and the country, particularly those which are alcohol and drug related. Our kids in Snohomish County are drug free, have a sense of self-worth, are engaged in education and/or employed, have at least one 1-to-1 relationship with a caring adult, have 'family' support, are willing to help others, have a sense of connection, trust in 'the system', are healthy in a holistic way, feel accepted, take appropriate risks, have a sense of value and are hopeful. They have a positive vision for their life.

Help us bring this vision to reality!

Contact: Kathy Haggerty, Reclaiming Futures Project Director, kathy.haggerty@snoco.org or 425.388.3834, to get involved.

FELLOWS VISION

The Fellows leadership team is a *high functioning team* and a national model for Reclaiming Futures. We focus on the big picture of Reclaiming Futures, and creating results in service to our Vision. We are dogged in pursuit of achieving our vision. Our vision is on the best treatment and aftercare for *all youth* in Snohomish County.

We are clear in our roles, knowledgeable in our fields (i.e. areas of expertise) and seek to understand the perspectives from other Fellow's fields/systems.

Trust We are a team that values trust and holds trust as paramount in our relationships with each other and our Change Team. We assume and trust in the positive intent of our team members.

Respect We are a team that values respect holds respect as paramount in our relationships with each other and our Change Team. We embrace and value our diversity and differences. We demonstrate our respect for our team in our communication, commitment, and decision-making.

Commitment: We are a 100% committed team. We participate in Fellows and Reclaiming Futures out of *choice*. We believe in the model, are passionate and share our Vision in the community and speak inspirationally about it throughout our community. We demonstrate our commitment in our preparation, presence, punctuality, participation and following through.

Communication: We speak the truth to each other with courageous authenticity. We communicate directly with each other. We are honest, respectful and positive. We share our ideas and information freely & openly, and listen to each other reflectively in service of clarity and understanding. Everyone is heard. We seek first to understand each other, are self-aware, and question our assumptions with each other.

As a high functioning team we fight gracefully, check-in with each other regarding any perceived conflicts, and resolve any conflicts promptly. We lead from the heart versus ego.

Humor/fun We value fun. We are a team with a sense of humor with our selves and each other.

Decision making/governance Structures exist which support healthy team decision-making and a sustainable Reclaiming Futures reform initiative in Snohomish County. As a result these structures and our trust, commitment and communication with each other, we utilize the decision-making style (i.e. majority/quorum, consensus, etc) that suits the task/project before us. We exhibit flexibility as a team. We remain open to persuasion and are willing to change positions in service to the overall vision of the Reclaiming Futures.

For questions, or to find out how you can help, please call Kathy Haggerty at 425-388-3834 or email kathy.haggerty@snoco.org.

Bruce I. Weiss

Snohomish County Superior Court Judge, Judicial

Bob Wicks

Northwest Behavioral Health Centers, Treatment

Janelle Sgrignoli

Snohomish County Superior Court, Justice

Michele Rastovich

Community Mobilization Coordinator, Community

Steve Strickler

Director of Juvenile Justice - YFC, Community

Kathy Haggerty

Snohomish County Superior Court, Project Director

The Purpose of the GAIN-SS

The 3-5 minute GAIN SS (Global Appraisal of Individual Needs - Short Screener) is designed primarily to accomplish three purposes:

1. It serves as a short screen for general populations to quickly and accurately identify clients who have one or more behavioral health disorders (e.g., internalizing or externalizing psychiatric disorders, substance use disorders, or crime/violence problems), and would benefit from further assessment or referral for these issues. It also rules out those who would not be identified as having behavioral health disorders.
2. It serves as an easy-to-use quality assurance tool across diverse field-assessment systems for staff with minimal training or direct supervision.
3. It serves as a periodic measure of behavioral health change over time.

Benefits of the GAIN-SS

The catch is that people want a short and accurate assessment that can be used with minimal training, is easy to score and that covers a wide range of behavioral health problems. The latter is important because at the screening level, referrals are often "general," mental health issues are increasingly common, and typically people present with multiple problems. Another desired outcome is that screening should ideally be sufficient not only to identify those who need more detailed assessment/treatment, but also a sub-clinical or lower severity group for whom a brief intervention might be appropriate. In addition to positively impacting the host behavioral health system, introducing such a short, accurate, easy-to-score, wide-ranging screening system also improves the number and appropriateness of people who are being referred to treatment.

MENTOR PROGRAM VISION Draft

Picture this...

It is September 4, 2013 and you are surrounded by frantic parents in a store trying to gather the last of the school supplies they need for their kids. A brand new school year is just days away and the younger kids are anxious to get back to see their friends.

You are on a different mission, yet equally exciting. You are shopping with an adolescent from our community who has recently successfully completed treatment for substance abuse and his probation requirements at the juvenile court – he is nervous about returning to school. School has been difficult for him and having you to discuss his concerns has eased his nerves and built his confidence. He tells you he can't remember the last time he had a backpack and supplies instead of just showing up. His excitement is apparent even through his gruff exterior.

Over the summer you have made a friend. You shared with him your passion for the outdoors and he shared with you his passion for art. Some days you would just hang out for a couple of hours and act as a sounding board for what was going on in his life. It was one of the best summers you can remember.

As you help him shop for school supplies you can't help feeling proud that he is starting to see the value that he has, just as a unique individual. You have conversations about what he will do after high school and the options grow with each new conversation.

He is a great kid...you always knew that...now you take pride in knowing you helped him to see it and truly believe it himself.

Mentoring has been an amazing experience.

Welcome to The Seven Challenges

The Seven Challenges® Program is designed specifically for adolescents with drug problems, to motivate a decision and commitment to change - and to support success in implementing the desired changes. The Program simultaneously helps young people address their drug problems as well as their co-occurring life skill deficits, situational problems, and psychological problems.

The challenges provide a framework for helping youth think through their own decisions about their lives and their use of alcohol and other drugs. Counselors using The Seven Challenges Program teach youth to identify and work on the issues most relevant to them. In sessions, as youth discuss the issues that matter most, counselors seamlessly integrate the Challenges as part of the conversation.

The Seven Challenges is listed as an evidence-based program in the SAMHSA National Registry of Evidence-Based Programs and Practices. The Seven Challenges received a perfect score in the "Readiness for Dissemination" category, with the review stating:

"Clear, logically organized, and comprehensive materials are provided to support implementers, supervisors, and administrators. The Program materials, trainings, ongoing support and monitoring work effectively to ensure a successful implementation."



For more information: sevenchallenges.com

Copyright Robert Schwebel, Ph.d

THE SEVEN CHALLENGES



We decided to open up and talk honestly about ourselves and about alcohol and other drugs.



We looked at what we liked about alcohol and other drugs, and why we were using them.



We looked at our use of alcohol or other drugs to see if it has caused harm or could cause harm.



We looked at our responsibility and the responsibility of others for our problems.



We thought about where we seemed to be headed, where we wanted to go, and what we wanted to accomplish.



We made thoughtful decisions about our lives and about our use of alcohol and other drugs.



We followed through on our decisions about our lives and drug use. If we saw problems, we went back to earlier challenges and mastered them.

<http://snohomishcount>

